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of Hovey

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THE HISTORY OF THE HOUSE OF HOVEY.

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The
History of the
HOUSE of HOVEY



*Containing
some
Interesting Reminiscences
of almost
Three Quarters of a
Century*

C. T. Hovey Co.

BOSTON

Business
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C. F. HOVEY, *Founder*



THE HISTORY of
THE HOUSE of HOVEY

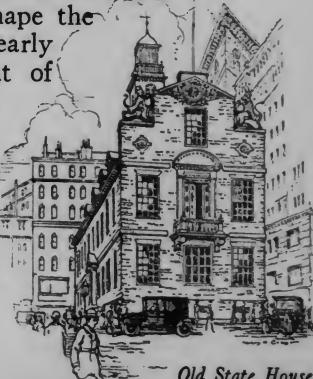


ISTORY has been recorded in countless ways. Ruined walls, crumbling roads, withered parchments and printed pages give us glimpses of past generations. In more modern times, a fairly accurate impression of a people may be gained from the ledgers of trade. A vivid and human story is told across the counter; what is claimed as important in the daily living, the quality and quantity of the buying show the social status of a community. What is luxury and a convenience to one generation becomes a necessity to the next. In the distribution of merchandise we may read habits, taste and financial conditions.

The growth of a commercial life in Boston is peculiarly interesting because it is closely interwoven with a picturesque and stirring history. The men engaged in importing and mercantile enterprises were men strong of fibre who helped to shape the affairs of the whole country. Nearly every business street is redolent of history; trading is tinged with the dramatic.

Trade Centres of Boston

The commercial centres of Boston have been somewhat migratory. The spirit of trade has



Old State House



92 Summer Street
In 1846

gone before, like a will o' the wisp, and has lured quiet and sequestered streets into avenues of business; broad playgrounds and historic sections have given way to industry and in no other city have so many beautiful residences become engulfed in the quicksands of trade. How these centres have formed and widened is a story in itself.

A community is formed when a number of people, having the same objects and interests, are drawn into close relations; as a community grows needs increase; at the point where these demands are met, there is intensive life and activity. As nothing is at a standstill, interests widen and new groups are formed, more or less remote, and so the centre of activity shifts from point to point.

The Centre of the Dry Goods Market in Boston

Trade was first at the wharf, where the importers sold to the wholesale dealers; trade then penetrated Kilby and Water Streets,—moving gradually into Hanover Street. In time Tremont Row and Washington Street as far as Milk Street were given over to commercial life. Another arm of trade reached from the sea front up into Franklin and Pearl Streets. The boot and shoe trade began to encroach upon the peace of those streets where fragrant gardens and fountains were shaded by tall elms. Great chimneys of industry etched the sky line.

At the time ships were bringing yard goods into port, all sewing was done in the homes; there were no ready-made garments on the market. From this condition came the speedy growth of the retail dry goods business.



Trade at the Water Front

It has been claimed that the little clipper ships of the early forties laid the foundation of the wealth of Boston and gave it the reputation as a world port. In the early days, importing had a romantic and poetic flavor, for the captains braved innumerable perils,—the sea, piracy, mutiny and danger of loss in foreign ports. There was not a port in the world that Boston ships did not have the right of entry, and, in many cases, a monopoly. The entire tea trade of China was held by Boston firms; ships also brought silks, calicos, crepes, cotton, towels, lace, beads, perfumes, preserves and boots and shoes.

All business centred on the wharves or in that vicinity. Massive granite warehouses were erected and men met at the water front to discuss and settle questions that are now in control of the *Chamber of Commerce* and the *Board of Trade*. In reference to that period the sea front has been called the "*Wall Street*" of Boston. Certain it is, that every wharf has an unique history and the names of the men connected with the importing business appear on the records of our philanthropic and educational institutions. Of that time, Emerson wrote, "*Each street leads downward to the sea.*"



Faneuil Hall

The Early History of the C. F. Hovey Company

More than a prosaic record of business, the history of the C. F. Hovey Company is a strong and important thread in the woven pattern which we call commercial progress. Out of its own policy came new methods that



were adopted all over the country; out of its everyday business was wrought an example of unassailable integrity. From the inception of the business in 1841, the names of the men connected directly and indirectly with the Hovey business have been the names of those conspicuous in every great movement for the betterment of the community.

First as importers and wholesale dealers, then as retail dry goods merchants, the C. F. Hovey Company became an authority as an honored New England Institution. As a store it has occupied a central location, while around it the commercial tides have circled,—ebbing and flowing,—as restless as the tides of the sea.

The policy of the house has been conservative and at the same time establishing new methods; it has been sagacious but has held in check all short sighted or sensational proceedings. In its expansion, the Hovey business has avoided inflation but it has extended its service into wide territories. It has grown as the city has grown,—healthily and sanely.

In 1841, Charles Fox Hovey withdrew from the business of J. C. Howe, then located at 55 Kilby Street, and entered into partnership with Washington Williams and James H. Bryden. As importers and wholesale dealers in dry goods, they located at 65 Water Street. In 1842, they adopted the firm name of Hovey, Williams and Company.

This proved to be a highly successful venture. However, Mr. Hovey was a man of progressive thought and action. Influenced somewhat by the policy of A. T. Stewart of New York, he decided to add to the business a branch of retailing.

Goods that came in on ships were sold as packages to the wholesale dealers and jobbers, who in turn broke



*Boston Common, 1848
From an old print*



*SAMUEL JOHNSON
With the firm
from 1846 to 1899*

them up and sold to the retail trade. This involved three sets of store expenses. Mr. Hovey wished to reach the consumer more directly.

With the end in view of establishing a business in which he might set his more advanced ideas into operation, he took into partnership Richard C. Greenleaf and John Chandler, who had been carrying on a retail dry goods business on Washington Street.

Despite some opposition, Mr. Hovey decided to locate on Winter Street. Many believed this to be foolhardy, as it was turning away from the centre of trade then moving up Washington Street. It was first desired to secure the corner of Summer Street now occupied by A. Shuman, but Thomas Wigglesworth erected a building in Winter Street and on September 9th, 1846, Hovey Williams and Company located at number thirteen. It may be of interest to know that the rent of the store at that time was \$2900. per annum. This was the first business house on the street and the step was far from hazardous. Prosperity came to the firm and many new methods were introduced into the business that are considered important in the merchandising of today.

Mr. Hovey, a Commercial Pioneer

The founder of the C. F. Hovey Company did not wait for paths to be blazed; he struck out into virgin fields, entirely unafraid,—with the courage born of strict integrity. He chose his associates wisely and he settled questions for himself that have been threshed out in more modern times. To worth, not to wealth, is due his example of progressive achievements.

To Mr. Hovey is given the honor of being the first to introduce the one-price system in retailing. At about the same time A. T. Stewart in New York tried out the method successfully. Previously clerks had obtained

what prices they could by "talking up" goods. Often at the same counter, one clerk would rival another in selling the same kind of merchandise. This plan was distinctly offensive to Mr. Hovey, who always had the good of the public at heart, and so in his store all goods were plainly marked and he took for his slogan, "*standard goods at a standard price.*"

Being just and for the good of all, this procedure attracted attention and was adopted all over the country. And so it was the inception of the C. F. Hovey Company was more than the founding of a successful business house; it was the springing into life of a vital force in the commercial world.

Another welcome innovation was that of early closing. In this Mr. Hovey's advanced ideas worked for the good of all. All stores were in the habit of keeping open during the evening and half after six was the earliest hour of closing for any reason whatsoever. When Hovey, Williams and Company shortened the working hours for their employees other merchants did the same, —in Boston and in all other cities,—and so this dry goods house became an institution that was well known, —with far reaching influences.

Mr. Hovey's Associates

In 1848, Washington Williams retired and the firm name was changed to C. F. Hovey and Company.

In 1849, John Chandler retired and in 1850 James H. Bryden died.

In the following year Henry Woods, Samuel Johnson, Jr., and William Endicott, Jr., were admitted to the firm.

In that fact alone there is a tribute paid to the commercial standing of the C. F. Hovey Company, for these three men represented that fine New England stock which is the backbone of Eastern enterprise.

Mr. Endicott was a native of Beverly and a descendant of Governor Endicott. He came as cashier for the firm and in four years was given an interest in the business,—shortly after being made partner.

The names of Henry Woods and Samuel Johnson have been connected with the history of the city along all the progressive lines. To these men as well as to Mr. Hovey belongs the credit of keeping the business of C. F. Hovey and Company inviolate and respected.

It is difficult to find any public-spirited movement of his time that does not bear Mr. Endicott's name. He was President of the Museum of Fine Arts, succeeding Martin Brimmer. Twice in the history of the Institute of Technology, he has raised \$250,000. to tide it over financial obstacles. He was the president of two banks and a director in many, as well as a trustee of all the great charities. He was not, however, circumscribed by the activities of one city. He had interests as broad as the country itself. Such were the men whom Mr. Hovey drew about him and with such men he was associated for long periods,—in fact until his death.

Emerson has described a great man as one who inhabits a higher sphere of thought into which other men rise with labor and difficulty. He must be a great man who conceives plans to benefit mankind without waiting for conditions or men to demand them.



Trinity Church before the Fire
of 1872—from old print

E C H C E



*A Yesterday in
Summer Street*



WILLIAM ENDICOTT, JR.
Member of the firm, and with them
from 1846 to 1910

E C H C E

In our present time—with the confliction of capital and labor—we discuss the distribution of profit among employees as if it were new to the present generation. Those who were first to distribute what is known as bonus, have been pointed out as progressives and to their names have been attached a certain philanthropic glory.

As early as 1854, C. F. Hovey beheld the vision of profit sharing, and again as pioneer, he proceeded to follow where his vision lead. To corroborate this fact, a letter written from the Paris office, where Mr. Hovey had gone on business connected with importing, is quoted herewith. It not only reveals the man as a progressive thinker but as one who was generous to those in his employ. Much homely philosophy and good common sense is embodied in the communication.

PARIS, March 8, 1854.

"I wish you to get two thousand dollars from C. F. Hovey and Company and to charge the same to my account. This money I wish to dispose of immediately as follows:—

"Divide it with those who have been with us since August 1, 1853, and whom you still continue in your employ; let the dividend be in proportion to the salaries they received between August 1, 1853, and February 1, 1854.

"I send this money to these persons because if they have been faithful, I feel that it is doing them no more than justice. If there are any among them who have not been faithful, so much the worse for them.

"If they will allow a person much older than themselves,—and one who has probably had more experience,—to give them a word of advice, the time may come when they will feel it was worth receiving and paying attention to; but I must say that I have very little faith that they will follow my advice.

"In the first place, then,—in the language of John Randolph,—I want to say to them,—

" 'PAY AS YOU GO.'

"Then I would say to them, 'do your own thinking on all subjects and save the Priests, Doctors of Divinity, Generals, Judges, Lawyers, Doctors and Statesmen the trouble of thinking for you.—which they are always ready to do.' I assure you that these great people, whom I have named above, are only (as the French say) '*Grande par que nous sommes a genou*', which may be translated thus, 'The great only appear great to us' because we are on our knees.'

"I should add, however, that grand in French, means tall as well as great.

"After thinking freely for yourselves at all times, dare to say what you think, however unpopular your thoughts may be, and remember a dead fish can swim down stream but it takes a live one to swim up.

"I remain,

Yours very truly,

C. F. HOVEY."

It has always been believed that much character is revealed in letters and it is from letters that we have gained the most intimate glimpses of public men.

This letter expresses the spirit that ruled the life of Charles Fox Hovey and shows why the business of a retail dry goods house has persisted so long without a change of its honorable policy. Strong convictions laid the foundation and he chose the best men of the time for his business associates.

It is his own free thinking and his daring speech and action that gave us his methods for an example today. He dared to take steps in his business and to take them alone, that others have chosen after discussion, consideration and—often then—reluctantly.

The New Store in Summer Street, 1854

In many of the busiest streets of Boston, on stone walls and on the sides of great business structures, there are bronze tablets to mark historic events or to call to mind the grateful thought of a philanthropist or reformer. But there are few tablets to mark the passing of fine old homes of chaste symmetry and classic design that have been replaced by offices, banks and stores. There are few written pages that record the growth of the retail houses in Boston; and yet, nearly all the great department stores are located upon historic land or upon splendid estates belonging to the old royalists, the Huguenots or the early settlers of Boston.

The land upon which the C. F. Hovey Company is located is part of a famous estate. The mere fact that the Hovey business came to Summer Street, September 9th, 1854, and that the store was the only business house on the street, is only the beginning of an interesting story.

The estate upon which the store stands was in existence when Boston was laid out,—which cannot be said of many others. The original owner, Sir William Pepperell, was a royalist, and when the difficulties at home called for his adherence to the crown, his property was confiscated. It passed to the ownership of Thomas Hubbard and then to Leonard Vassall, whose property extended to the estate at the corner of Washington Street which was owned by Thomas English.

Leonard Vassall was also a royalist and the property was again confiscated and passed into the hands of Frederick William Geyer.

At that time there were many wonderful mansions in the vicinity, including those of men whose names honor our public buildings and streets. There was much wealth; great farms stretched on every hand,—northward along the Merrimac River and in Medford, Lexington and Concord. The post chaise was a means of communication.

The Geyer mansion was one of the most wonderful in the country. Here congregated the men of letters and strong adherents to the crown. The life of the home was one of magnificent prodigality.

Within the area of the C. F. Hovey Company's store, great men have argued, quarreled, laughed or danced. Rotation is one of the great fundamental laws of nature.

The Father of Queen Victoria a Guest

When the Duke of Kent, fourth son of George III and the father of Queen Victoria,



*Daniel Webster's Home
Summer & High Streets, 1850*



The Old Gardner Estate

came to this country, he attended the wedding of Rufus Amory and Nancy Geyer in the mansion on Summer Street. It is supposable that his real mission was not to dance at a wedding, for there was much of interest going on in political circles.

When the royalist departed for England to prove allegiance to the crown, the estate was again confiscated, and in time it became the property of S. P. Gardner, whose initials still are seen upon the front of the Hovey store.

Horticulture had become a pleasant study and pastime,—the love of gardens having been transplanted along with other English ideas,—and the Gardner estate was among the most beautiful. Wonderful flowers and shady walks, fountains, towering elms,—all contributed to the beauty of the place. Fruit trees were abundant and it is said that one pear tree was left standing in the garden as late as 1870.

As neighbors, the owners of the Gardner estate enjoyed the association of the best families that the city has known. The residential life of Boston has been as restless as the commercial. It has drifted from one beautiful section to another. If historic and beautiful streets have been given over to business, it is the wealth accruing from such changes that have made possible the extensive parks, playgrounds, charities, libraries and schools of a cultured city; as the times grew less troublesome, men turned their attention to the needs of fellow man.

The Business Conditions of the Time

At the time C. F. Hovey and Company came into Summer Street, the valuation of the land was \$3.50 per square foot. Land at the foot of the Common was selling at seventy-five cents a foot and at the corner of Boylston and Tremont Streets the value was one dollar a foot. It

was said at that time that land would never be any higher in Boston. The city had about 130,000 inhabitants and it was said that throughout the country there was a dry goods house to every two thousand inhabitants. There were about thirty banks in the city and seventy churches. The principal buildings were the *Old State House*, *Faneuil Hall*, *Quincy Market*, the *Court House*, a *Hospital* and a *Jail*, the *Merchants Exchange* and the old *Athaeneum Art Gallery* on Pearl Street.

As Mr. Hovey was often in Paris on business connected with the Company, the equipment of the store fell largely upon Mr. Endicott. The store was about one hundred and eighty feet in depth with a seventy foot front. The lease for the first ten years was based upon five per cent for the value of the land and ten per cent for the value of the building.

Under pleasant auspices the store expanded and the business increased, having the trade of the exclusive families in that section as well as a wholesale business of magnitude throughout New England.

The Panic and "Family Bills"

In 1857, several large insurance houses in the west failed. As a fire in the forest catches from tree to tree, so the financial depression swept across the country and house after house was wiped out of existence. Many commission houses failed.

Mr. Hovey believed that the credit system was largely responsible for the condition,—something that has been detrimental in our own day. There was long credit between the wholesale dealers, the jobbers and the retail dealers, but the difficulty that seemed most threatening was "*the family bills*."

It was the custom in all stores to allow charge accounts to run a year. All the family bought upon the

family bill and accounts were rendered on December 31st. The store was thus deprived of the use of ready money and of the interest.

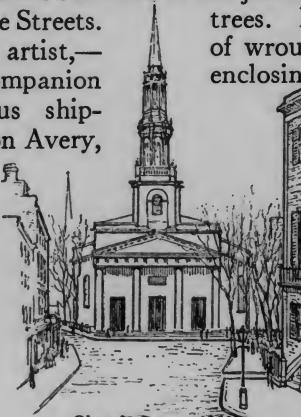
With his usual fearlessness, Mr. Hovey was the first to begin the monthly payment system that was soon adopted throughout the country. The Hovey business maintained its strength throughout the period of financial depression and suffered no diminution of success.

The Yesterdays of Summer Street

Than Summer Street, no thoroughfare of its length can boast such an interesting residential history. Originally the street was called "*Ye Mylne Street*," and afterward "*Seven Star Lane*," so named for Pleides Inn," afterward Seven Star Inn. In that day Temple Place was "*Turn Again Alley*" and High Street was "*Cow Lane*."

State and Milk Streets have an historic interest, but Summer Street has its literary association. Men who are distinguished in letters throughout the world have played as children in the pasture lands bordering the street. At the foot of the street was a fine view of the harbor and an inlet extended to the junction of Franklin and Devonshire Streets.

Vanten the artist,—who was a companion of the famous shipwrecked Parson Avery,—has left a water color of Summer Street showing the beautiful shade trees. It was a street of wrought iron fences enclosing fragrant gardens watered by fountains. Opposite the Hovey store stood Trinity Church, with its three rows of vaults for



Church Green, 1850

the dead. The original church was built in 1735 and rebuilt in later years. Here George Washington worshipped when he was in Boston. Famous Peter Faneuil owned Pew 40 in this church.

On the corner of Hawley Street was the home of Governor Sullivan, who laid out Hawley Street across his farm and gave it to the city. "Billy" Gray, the wealthiest man in Massachusetts and the owner of sixty rigged ships, was also an owner in the vicinity. The home of Daniel Webster was at the corner of Summer and High Streets. Here Lafayette was entertained.

In Winthrop Place, now Devonshire Street, lived Rufus Choate, Henry Higginson and Thomas Motley, father of the great historian who was born there. Below near Bedford Street, on Summer, lived John P. Cushing, whose name will be respected for his honorable dealings with China. His fine old home and oriental servants created interest in their day.

At the corner of Otis Place, named for a householder, Harrison Gray Otis, lived the historian Bancroft, and often in his home were entertained Margaret Fuller and William Ellery Channing.

James C. Paige lived in Summer Street and his neighbor was Col. James W. Seaver, whose wife gave Seaver Hall to Harvard.

Other names well known to the world are connected with that neighborhood sociability for which Summer Street was noted,—Benjamin Apthorp Gould, astronomer, H. Hollis Hunnewell, and not to be forgotten was the home, near Daniel Webster's, of Nathaniel Bowditch, "Navigator," a man who left such valuable information to seafaring men.

Residential Chauncy Street

Named for the first pastor of First Church.

The street whereon Ralph Waldo Emerson was born

holds interest to the world but for many other reasons the street occupies an unique place in early Boston history.

The First Church of Boston,—founded in 1860 by the society of the actual first church of the city, was built in 1807 and the "Church Green" shaded by tall lombardy poplars was a famous spot. In this street lived Emerson's father in the parsonage, as minister of the church for twelve years.

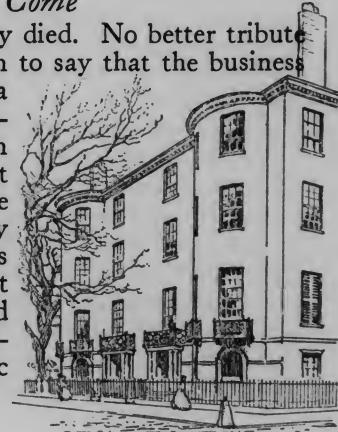
Near by lived, at various periods, George Cabot, Henry Cabot Lodge, George Bond, Samuel Baxter, Gideon Thayer, Rufus Ellis and Nathaniel Frothingham,—all names revered in the memory of Bostonians.

Here lived Isaac Rich, Lee Claffin and Jacob Sleeper who founded Boston University and here Chauncy Hall School began.

The famous surgeon, Henry Bigelow and Robert Winthrop also lived in Chauncy Street. Adjoining what is now the Hovey store, lived the brother of Commodore Perry.

Changes Come

In 1859 Charles Fox Hovey died. No better tribute can be paid to this man than to say that the business which he had built upon a thorough foundation, remained secure in its position and that his work did not crumble when his hands were withdrawn. Above the many innovations and movements far in advance of the thought of his time, he is revered for his integrity, his good citizenship and his philanthropic generosity.



House of William Gray, corner of Summer & Kingston Streets, 1850



In 1859 a partnership was formed by admitting to the firm,—Thomas Mack and Augustus De Puyster.

These were the men on whom it devolved to carry the business of C. F. Hovey and Company through the period of the Civil War. That they played a notable and honored part is attested by the courteous act of Governor John A. Andrews in recognition of the many generous contributions made for the war.

In this connection we quote the following letter:—

MESSRS. C. F. HOVEY & COMPANY,
Gentlemen:—

"His Excellency, Governor Andrews, directs me to enclose to you four commissions as Justice of the Peace, addressed respectively to Richard C. Greenleaf, Samuel Johnson, Jr., Henry Woods and William Endicott, Jr., Esquires,—as the only token of recognition,—besides his most grateful acknowledgement,—which he finds within his power to make,—of your constant and generous contributions to the cause of the country; and with assurances of his Excellency's high consideration and respect.

"I have the honor to be

Your obedient servant,

A. G. BROWN, JR.,
Private Secretary."

From No. 79 Rue Richelieu,—the Paris office of the Hovey Company, came a reply in the somewhat formal and distinctive style of that day, disclaiming any merit of generosity and affirming eagerness to place all gratitude and honor with those who had given their lives to the cause.

The period following the war brought the usual buoyancy in industrial and economic conditions, followed by a corresponding depression.

In 1870 Edward C. Johnson and the late Samuel P. Mandell were admitted to the firm.

Mr. Mandell had been in the Hovey business since 1848. He had often stated that his first salary was one hundred dollars



King's Chapel, 1860



a year. After only eleven months he was made a salesman and when the business came into Summer Street he was given a responsible place in the wholesale business, attending to the New England trade and making several trips to the Paris office. Mr. Mandell had many other interests, having been President of the Boston Transcript business for about forty-five years. He was made Vice-President of the Hovey business in 1914.

Mr. Edward C. Johnson entered the firm in 1870 and was one of that close partnership that endured for so long and by enduring held the reputation of the business at its high standard.

The Boston Fire

Every business enterprise has some point in its history that is tinged with the effect of the great fire of 1872. The C. F. Hovey store is not without its unique experiences at that time.

It is common history that the fire originated near the small engine under the elevator in a building on the south easterly side of Summer and Kingston Streets. The fire crossed Kingston Street, at the corner of Summer, glided along the roofs of Chauncy Street, feeding upon the wealth of merchandise with which it came into contact. Spreading up Summer the fire crossed to Washington; it passed through High, Devonshire, Otis, Hawley, and took its course to State Street. It continually raged northward against the wind until it had laid waste the whole area that comprised the business section of Boston.

On the morning after the fire, the store of C. F. Hovey Company was the only building left on Summer Street.

The saving of the Hovey building was accomplished in a manner that we might in this day call primitive but

C. F. HOVEY & COMPANY

it was none the less effectual. Also much credit—perhaps all credit,—is due to an employee of the store.

The buyer for the blanket department was the chief of the Quincy Fire Department and when the second alarm came, he brought his company into the city and without reporting at City Hall he made his way to the Hovey store. Forming his brigade, he took blankets from the store and covered the roofs and all the windows. Keeping these wet, and forming a bucket line to the roof he was able to save the building. On the following morning a letter was received from the Boston Fire Department which it seems fitting to quote.

C. F. HOVEY & COMPANY,
Dear Sirs:—

"I cannot longer delay from expressing to you my gratitude and thanks for the forethought and valuable assistance rendered to me and the department that I command, as well as to the city of Boston for the herculean labor of your force in the protection of your property on Summer Street by placing blankets on your windows and keeping them wet. If the merchants of Boston who have suffered would have done the same the desolation of this morning would not be so great.

Yours sincerely,
JOHN S. DAMRELL, *Chief Engineer.*"

Substantial aid was given to the sufferers and among the donations was that of C. F. Hovey and Company for ten thousand dollars.

In 1882, Henry Endicott retired, and in 1887 Richard C. Greenleaf deceased. In 1894 Thomas Mack retired and Samuel Johnson second, William D. Mandell and Wolcott H. Johnson were admitted to the firm.

Following came the death of George L. Lovett, Samuel Johnson and Henry Woods, later the retirement of William Endicott,—after sixty-four years a member of the firm, and Wolcott H. Johnson deceased.

Despite this record of change there is hardly a firm that holds such history of long partnership as the C. F. Hovey Company. It has always been said that one of

C. F. HOVEY & COMPANY

the basic secrets of the firm's success was the mutual respect, confidence and consequent harmony existing between the members.

There are few examples of such life-long association as that of Messrs. Mandell, Endicott, the two Johnsons, Greenleaf and Woods.

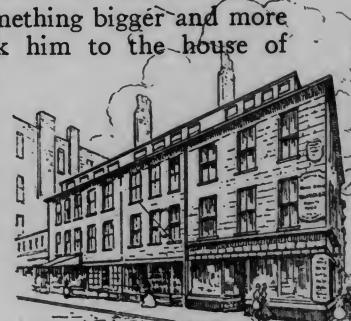
These five associates were together thirty-nine years. After the death of Mr. Greenleaf and Mr. Johnson the elder, the remaining three were in partnership for fifty-four years. In the entire span of seventy-three years there were only seventeen partners.

In 1914 the name of the firm was changed to The C. F. Hovey Company.

On July 1st, 1919, Mr. E. C. Johnson and Mr. Samuel P. Mandell retired from the firm of C. F. Hovey Company.

Mr. Samuel Johnson was made President, and Mr. Louis Rivers was admitted to the firm as Vice-President and General Manager. Mr. Rivers is well known to the general dry goods business community, having been continuously in the business in nearly all merchandizing capacities since 1882. He began his career as utility boy with the fine old firm of G. V. S. Quackenbush, of Troy, N. Y., where he remained about ten years.

Mr. Rivers' ambition for something bigger and more promising for the future took him to the house of Frederick Loeser & Company, of Brooklyn, N. Y., leaving there as an assistant buyer to assume his first responsibility as buyer for James McCreery & Company in their old store at Broadway and 11th Street in New York City.



Corner of Summer & Hawley Streets, 1850

C. F. HOVEY & CO.



Boston Harbor, 1848
From an old print

C. F. HOVEY & CO.

He remained there long enough to absorb a great deal under the personal direction of that able old merchant, James McCreery.

On February 1st, 1920, Samuel Johnson retired, and Mr. Rivers was elected President and Mr. Joseph T. Gilman Vice-President.

Mr. Rivers is an organization man. His first work has been to surround himself with the best force that he could secure to handle the details of the business. In doing this, he found that for knowledge of merchandise of the more dependable sort, the old Hovey organization was second to none. Therefore, action was taken to add considerably to the garment organization, to accomplish its proper extension and to secure heads of the various sections to assist and direct buyers. This was done to give the buying organization daily assistance from trained merchandise people.

Extensive alterations have been going on since August first, and today the store has fifty per cent. more selling space for retailing which was found by eliminating the jobbing departments. No great changes were made in the old force, no old employees were dropped but the force has been increased twenty-five per cent. Sales have increased ninety per cent.

The merchandise policy of the company is to conduct a high-class department store along the old Hovey standards in every branch of the business and with the hope of co-ordinating all departments, so that each department will do its share to provide adequately the kind of merchandise that will be a credit to the honored name of C. F. Hovey.

To that end it will be the aim to carry that quality and assortment of merchandise and to give the kind of

C. F. Hovey Co.



LOUIS RIVERS
President and General Manager



JOSEPH T. GILMAN
Vice-President

C. F. Hovey Co.

service which was characteristic of the old store and to preserve the name that has stood for dependability and honorable dealing with customers. New lines will be added that will appeal to the old clientele and to the others whose patronage is sought.

Mr. Gilman came into business from Dartmouth College, class of 1905. He came from a family noted for scholastic and scientific achievements. History and literature,—and a full share of athletics,—were his greatest interest. His business experience has been gained in the banking business in Baltimore and banking and merchandising in New York and Boston.

At the present time Mr. Gilman's activities are within in the work that today is so essential in the dry goods business,—that of The Personnel Problems Expense and service features. No one is better qualified for this work than Mr. Gilman whose adaptable and understanding nature enables him to cope successfully with questions relative to the human factor. The cordial friendliness throughout the store is attributed in a great measure to Mr. Gilman's influence.

The C. F. Hovey Company maintains buying offices at 1164 Broadway, New York, and at 12 Rue Ambroise Thomas, Paris.

The Directors of the Present Company are:

LOUIS RIVERS
J. T. GILMAN
ADOLPH EHRLICH
A. C. RATCHESKY
EDWIN J. DREYFUS

© C. H. & S. CO.



E. CROSBY JOHNSON
Member of the firm, and with them
from 1870 to 1919



WOLCOTT H. JOHNSON
Member of the firm
from 1894 to 1912



SAMUEL PIERCE MANDELL
Member of the firm, and with them
from 1870 to 1919



SAMUEL JOHNSON II.
Former President of the Company
and with the firm
from 1894 to 1919

© C. H. & S. CO.



THE HOVEY STORE
In 1854



Hovey, Williams & Company
1841-1846

C. F. Hovey & Company
Since 1846

Members of the firm from 1841 to 1919

C. F. HOVEY	1841-1859
WASHINGTON WILLIAMS .	1841-1848
J. H. BRYDEN	1841-1850
WM. ENDICOTT, JR. . . .	1846-1910
HENRY WOODS	1846-1902
SAMUEL JOHNSON	1846-1899
JOHN CHANDLER	1846-1849
RICHARD C. GREENLEAF	1846-1887
THOMAS MACK	1859-1894
AUGUSTUS DE PEYSTER .	1859-1870
E. C. JOHNSON	1870-1919
S. P. MANDELL	1870-1919
HENRY ENDICOTT	1875-1882
GEORGE L. LOVETT . . .	1873-1897
WOLCOTT H. JOHNSON .	1894-1912
W. D. MANDELL	1891-1914
SAMUEL JOHNSON	1894-1919



THE HOVEY STORE

In 1846

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